TRANSFORMATIONAL TIMES
"FACING THE CHALLENGES"

Acquisition Research: Creating Synergy for Informed Change

13-14 May 2009

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Agility and Accountability

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Report Documentation Page

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On October 7, 2005 the Deputy Secretary of Defense signed a memorandum establishing the Defense Business Transformation Agency (BTA).

The Agency is specifically responsible as a corporate- level service organization for the DoD, accountable for successful definition and execution of DoD-wide business improvement initiatives and system investments.

The BTA Mission is to guide transformation of business operations throughout the Department of Defense and to deliver Enterprise-level capabilities that align to Warfighter needs.
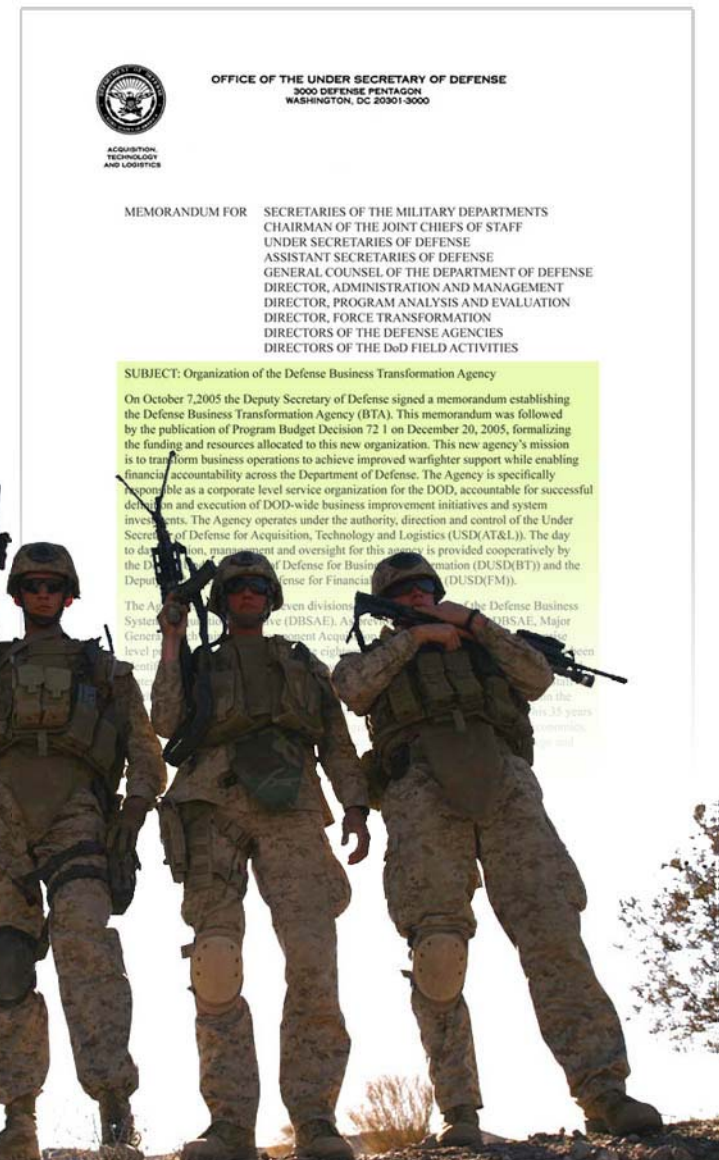
Approach to Business Transformation

Ever-improving Business Support to the Warfighter

Business Visibility for Enterprise-level Decision Makers

Accountability to American Taxpayers

Delivering Value to DoD Customers

DOD ENTERPRISE

AT&L COMP P&R DCMO JOINT STAFF PA&E NII

Business Transformation Agency (BTA)

- Management
- Alignment
- Delivery

Effective Department-wide Transformation Guidance

Robust Enterprise-level Business Capabilities

A Cohesive and Responsive Defense Business Mission Area with Optimized Resources, Processes, and Information

COMPONENT ENTERPRISES
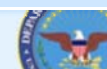
- Army
- Navy
- Marine Corps
- Air Force
- Joint and Combatant Commands
- Defense Agencies
- Federal Partners

DBSAE Mission

Develop, operate, and drive successful implementation of Combat Support Business Enterprise Solutions for the Warfighter that deliver a solid Foundation for Sovereign Operations for the United States of America

Accomplished Through

- **Transformation and Innovation**

- **Transitioning proven systems to sustainment**

- **A Trained, Agile and Ready Workforce;** *Skilled, Motivated, Ethical, Diverse*

**Rapid Acquisition
On Schedule
On Cost**

Agility and Accountability

DBSAE Portfolio
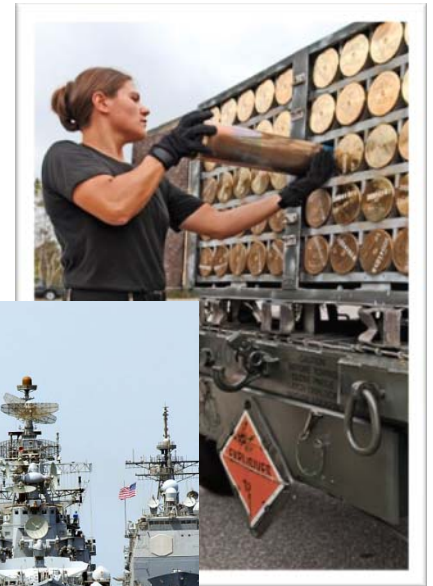
PEO Enterprise Sourcing

- ACSA [acquisition cross-servicing agreements] Global Automated Tracking and Reporting System (AGATRS)
- Capitalized Asset Management System – Military Equipment (CAMS-ME)
- Central Contractor Registration (CCR)
- Contractor Performance Assessment and Reporting System (CPARS)
- Defense Information Security System (DISS)
- DoD Electronic Mall (DoD EMALL)
- Electronic Document Access (EDA)
- Electronic Subcontract Reporting System (eSRS)
- Federal Agency Registration (FedReg)
- Federal Procurement Data System – Next Generation (FPDS-NG)
- *Foreign Military Sales (FMS) Management System*
- Global Exchange (GEX)
- Item Unique Identification (IUID)
- *Joint Contingency Contracting System (JCCS)*
- Online Representations and Certifications Application (ORCA)
- Past Performance Information Retrieval System (PPIRS)
- Standard Procurement System (SPS)
- Synchronized Pre-deployment and Operational Tracker (SPOT)
- Virtual Interactive Processing System (VIPS)
- Wide Area Workflow (WAWF)

PEO Enterprise Finance

- Business Enterprise Information Service (BEIS)
- Defense Agencies Initiative (DAI)
- Enterprise Funds Distribution (EFD)
- Federal Voting Assistance Program (FVAP)
- Intragovernmental Transactions (IGT/IVAN)

Direct Reporting Program Managers

- Defense Integrated Manpower Human Resources System (DIMHRS)
- Defense Travel System (DTS)

LEGEND:
Current Programs
New Programs
Departing programs
Program closed out

Portfolio is more diverse and flexing faster

Simulation –Based Decision Support for Acquisition Policy & Process Design

and

Defense Travel System (DTS)

Defense Travel System
A New Era of Government Travel

DTS Program Goals

Fully integrated, electronic financial management

Desktop accessible, paperless temporary duty travel system

Automates 3 DoD travel processes: authorizations, reservations & travel vouchers

DTS Impact

Generate Authorizations

Make Trip Reservations

Route requests for Approval

File travel vouchers

Reimburse Traveler in 2-3 business days

Over 1.9M Users and Growing

Defense Travel System
A New Era of Government Travel

Traditional Acquisition Strategy

T&M Contract, requirements based (vs. capabilities based)

Waterfall requirements to development approach

Requirements creep over the years—impact to program baseline

Single Integrator/Developer

Custom code & limited software services

Intricate software/diverse language mix: Oracle, Progress, C, Java

Tightly integrated programming constructs

Non-robust hardware & single point of failure in data tier

Acquisition risk due to technology/methodology changes

Cost, schedule, skills, infrastructure, etc.

How can we do it better?

Acquisition Strategies for Dealing with Uncertainty

and

Virtual Interactive Processing System (VIPS)

VIPS Program Goals

- Improve accession of military recruits with MEPCOM
- One visit, one accession
- Paperless, less dependent on fixed facilities
- Virtually pre-qualify applicant
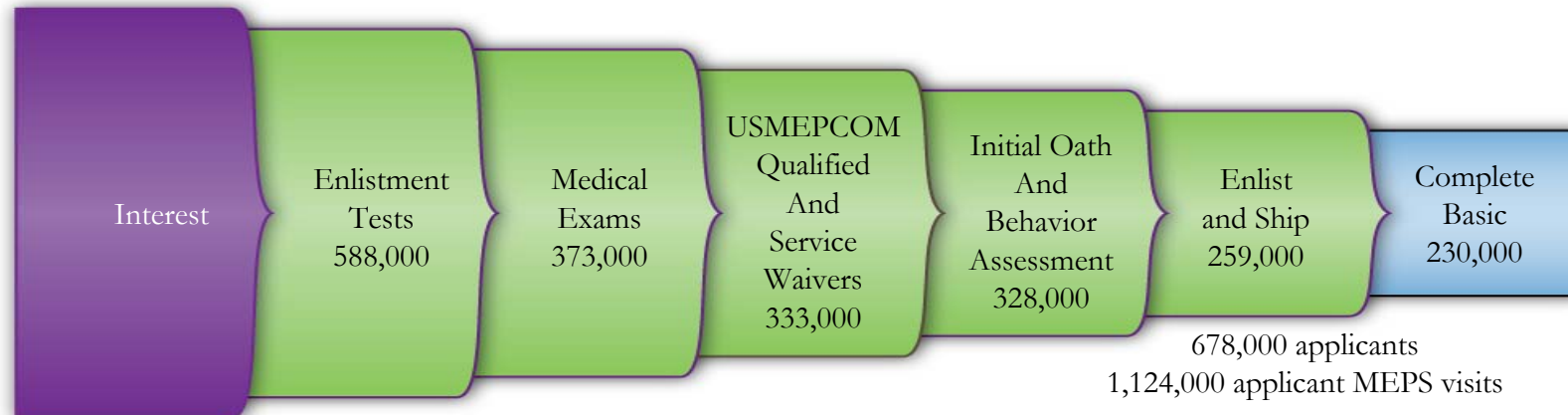- Validate self disclosed information & positive ID

VIPS Impact

- Reduce accession processing costs
- Reduce attrition & improve data quality
- Initiate Electronic Health Record
- Enable anytime, anywhere processing
- Enable business process flexibility, adaptability, scalability
- Enhance data exchange across DoD

TODAY

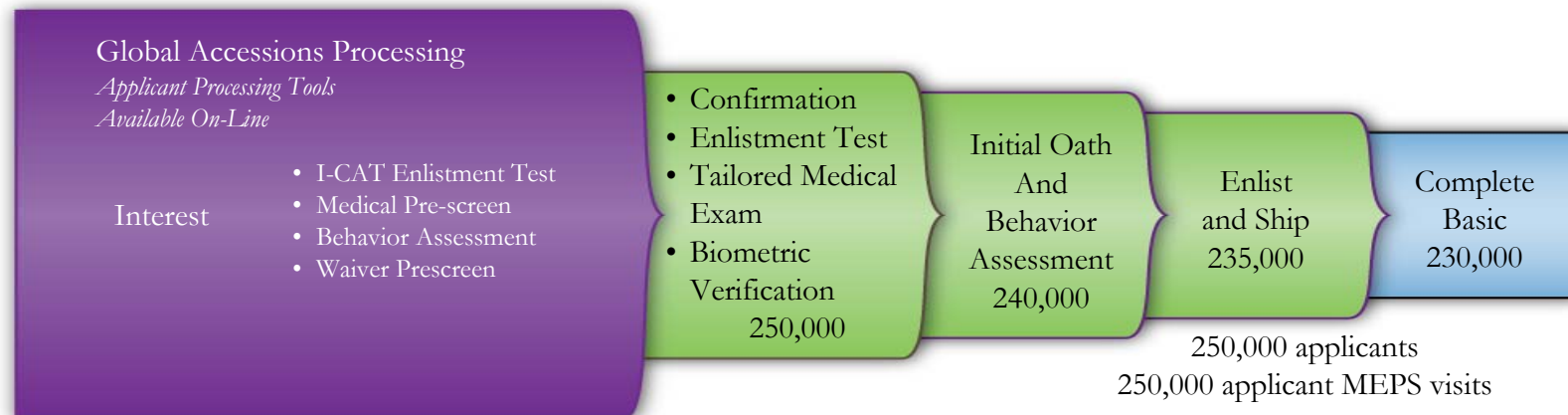## Concept of Operations

Fiscal Year 2008 Processing Data

| Interest | Enlistment Tests 588,000 | Medical Exams 373,000 | USMEPCOM Qualified And Service Waivers 333,000 | Initial Oath And Behavior Assessment 328,000 | Enlist and Ship 259,000 | Complete Basic 230,000 |

678,000 applicants
1,124,000 applicant MEPS visits

FUTURE

Concept of Operations

Projected Workload

VIPS
VIRTUAL INTERACTIVE PROCESSING SYSTEM

United States Military Entrance Processing Command

Global Accessions Processing
Applicant Processing Tools
Available On-Line

| Interest | • I-CAT Enlistment Test • Medical Pre-screen • Behavior Assessment • Waiver Prescreen | • Confirmation • Enlistment Test • Tailored Medical Exam • Biometric Verification 250,000 | Initial Oath And Behavior Assessment 240,000 | Enlist and Ship 235,000 | Complete Basic 230,000 |

250,000 applicants
250,000 applicant MEPS visits

Increased capacity - reduced workload

■ External Process   ■ MEPS Process

MODERN Acquisition Method

- **Collaborate with MEPCOM – Requirements before RFP**
- **Performance-based Capability vehicle (vs. T&M contract)**
- **Risk reduction approach using "small bets" to limit cost/schedule risk**
  - Embrace emerging technologies
  - Phase & manage risk
  - Focus on <u>component-level testing</u> to service capability (vs. entire system test)
- **Tactical use of COTS for more predictable capability**
- **Service Component-based structure allows ease of maintenance and modernization**

Rapid Acquisition
Of Enterprise Solutions: The "Why"
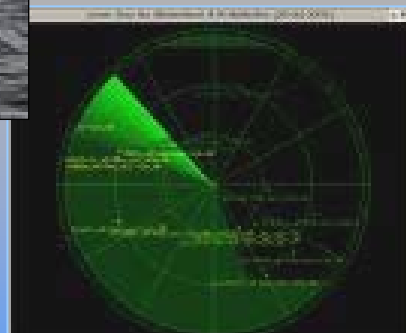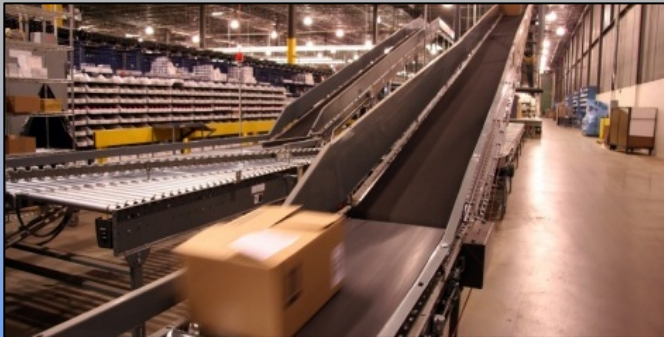
Is our Enemy inside our DO Loop?

The push to be more agile, flexible, transformational and cost effective.

EXECUTION "IT" TOOLS
The Operator's Challenge

MSGID/TACREP/CTF 124//
MAROP/011800Z/1/US/SUB/CL:WASHINGTON/NAME:SEAROVER
/LM:4040N01100E//
OPSUP/ACTTYP:ASW//
AIROP/020200Z/6/US/FTR/F15/TN:401/LM:4130N01000E/CRS:180/SPD:600KPH
/ALT:12000FT//
OPSUP/ACTTYP:DCA//

Intensive Info-Technology Focus

Agility and Accountability

15

CURRENT OPERATIONAL ENVIRONMENT

Changing Requirements

Extensive Contractor Tail

Excess costs

Inefficient Processes

Component Centric

Not Intuitive

Manpower Intensive

Hard to Use

Undisciplined

Stove Piped Systems

FRAGMENTED

FORCE FLOW REQUIREMENTS

Confusing ⟶ Stovepiped ⟶ Complex
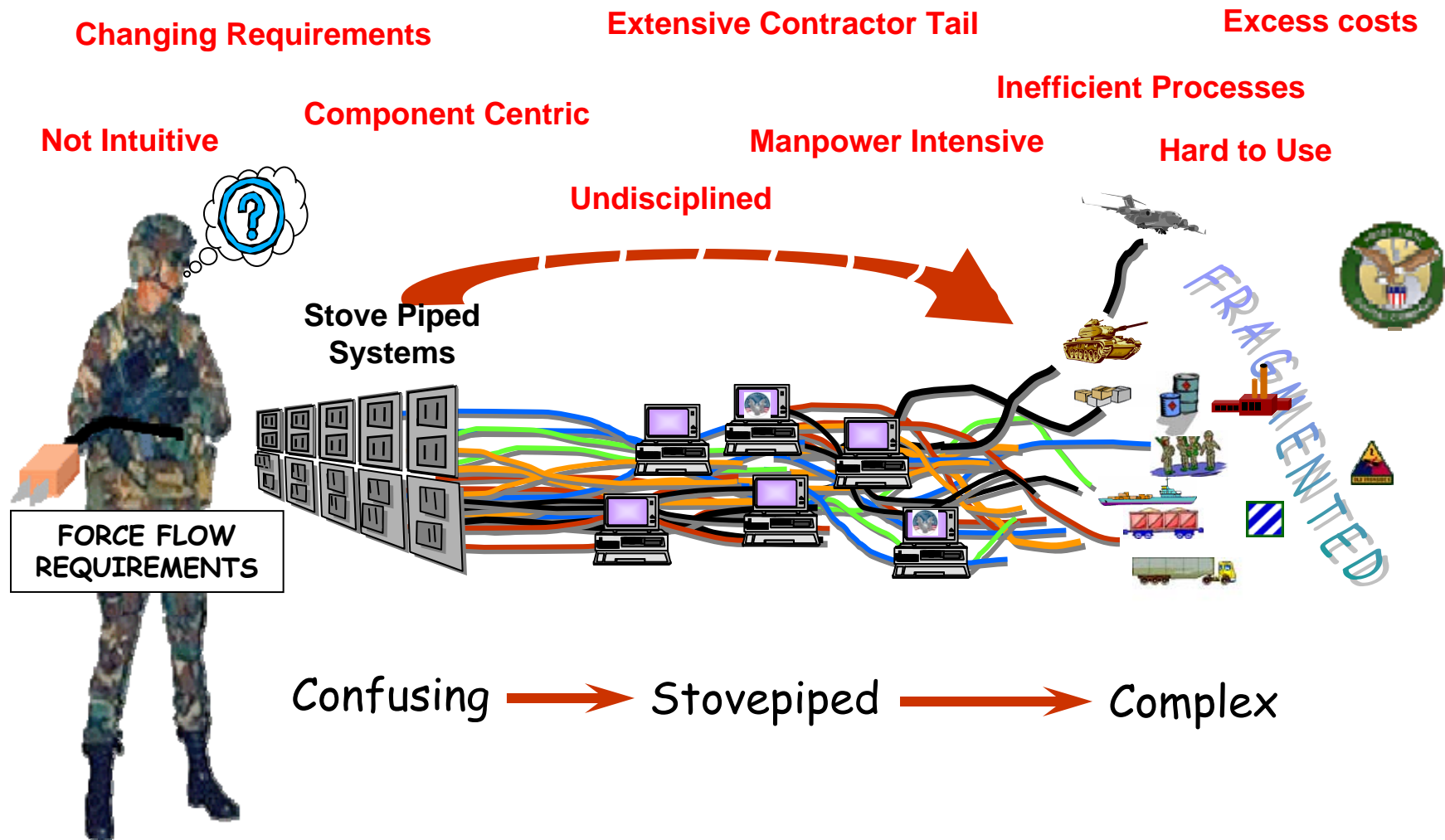
TRANSFORMATIONAL VISION
ADVANTAGES TO THE WARFIGHTER

Responsive to Change

Collaborative Schedule

Cost Savings

Audit Trail

Operator Focused

Optimized Execution

Intuitive

Single Reqmts Web Portal

Simple Input → Synchronized Complexity → Simple – Faster Execution

Integrated Operational Environment
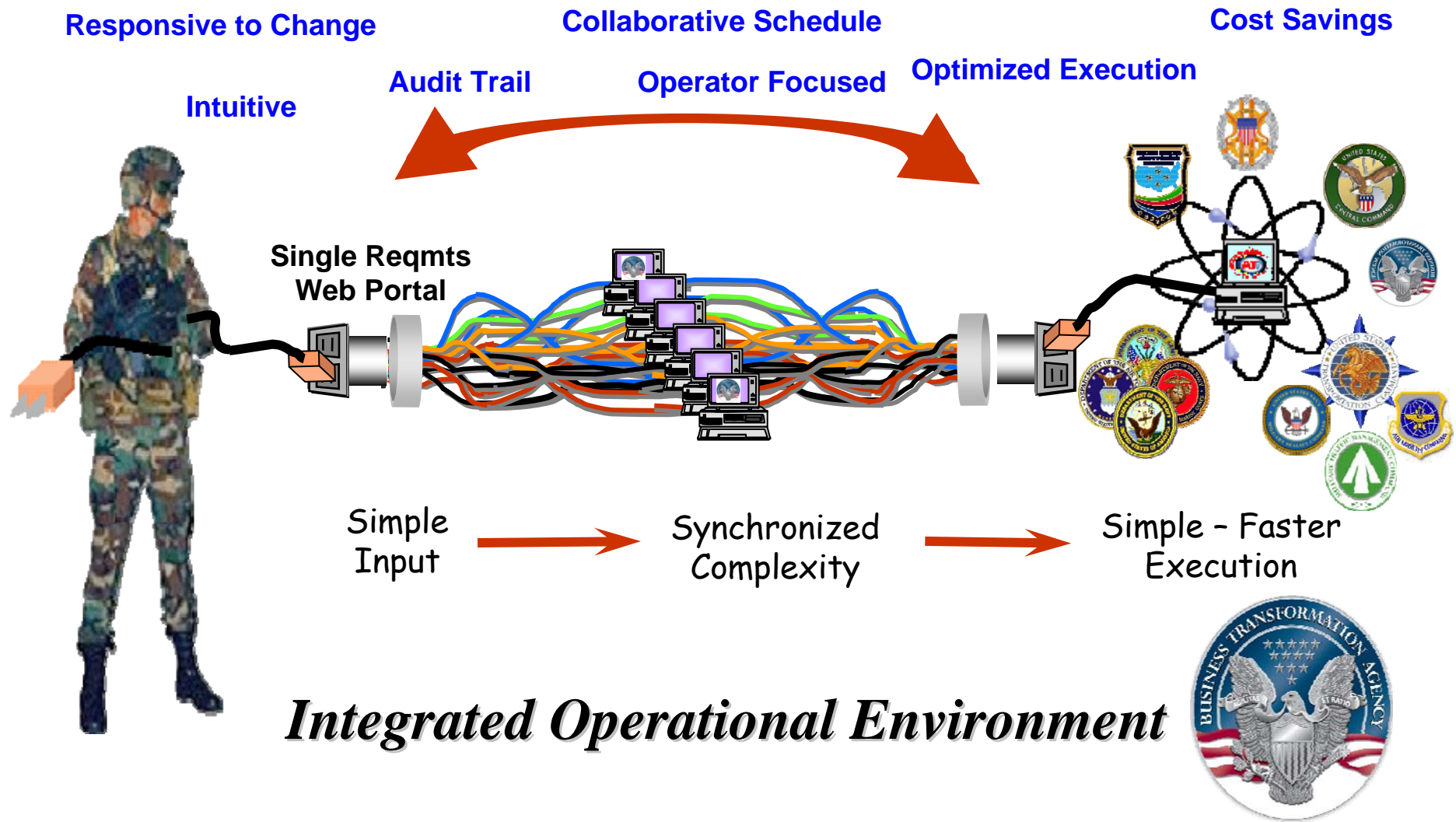
Impact
Tooth to Tail

Warfighting Capabilities

Titanium Cylinders of Excellence

| HR | Medical | Finance | Log / Supply | Trans | Intel |
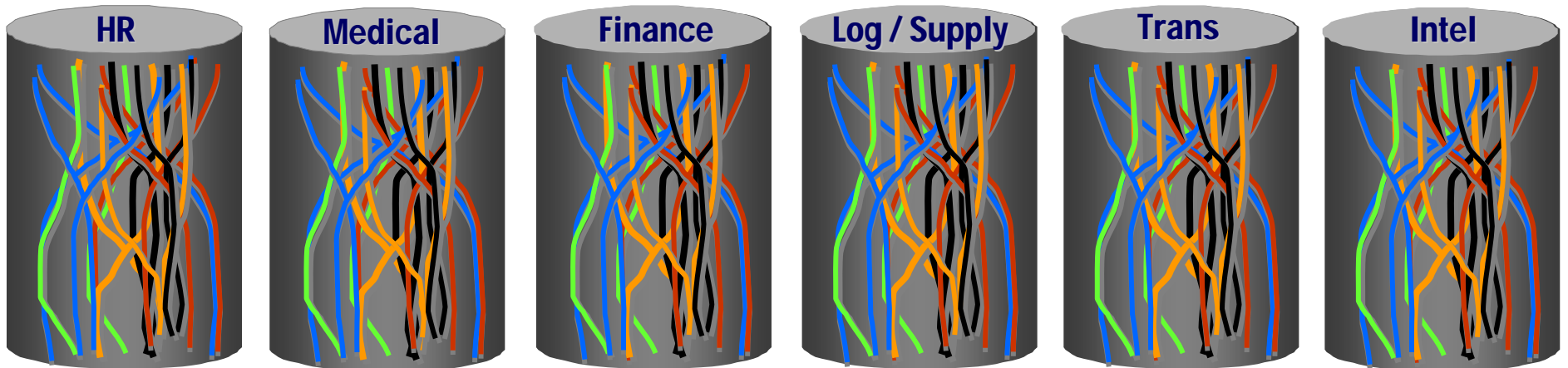
Is the Tail impacting Warfighting Capabilities?

DBSAE Vision
Transforming the Organization

Be recognized as a World Class Acquisition Organization and The Trusted Provider of Transformational Business Capabilities
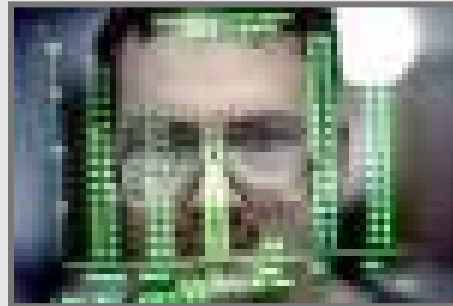
Agility and Accountability

Transforming Acquisition!!!
The IT Technology Wave

- We are currently chasing the IT acquisition wave, not keeping up

Integrator

- Transforming IT acquisition will enable us to catch the technology wave

Capability must keep pace with technology changes

Transforming Processes!!!
How Do You Want to Work?

- Random motion – lots of energy, not much progress
- No teamwork – individual effort
- Frequent conflict
- You never know where you'll end up

- Directed motion – every step brings you closer to the goal
- Discipline
- Coordinated efforts
- Cooperation
- Predictable results

Processes can make the difference if they are repeatable, measurable and executable!

Transforming Development!!!
We can no longer develop like the BORG!!!

- Cumbersome Approach to Development
- Traditional Technical Solutions
- Assimilate and Control
- Forced Collective by Integrators
- High Cost to DOD/Taxpayer
- Limited Flexibility
- Long Lag Times to Operator

- RAD / Spiral Development
- High Speed, Low Drag
- Revolutionary Technology
- Innovation a Priority
- Operator Agility/Mindset
- Inherent Flexibility
- Service Oriented Architecture

Capability must be intuitive, easy to use, limited contractor tail

Agility and Accountability

Transforming Testing!!!
Improve Product Quality and Predictability

- No Enterprise-level Decision System
- Testing Approach is Cumbersome
- Stove Pipe Mentality
- Lack of Common Test Tools
- No Uniform Procedures & Metrics
- Decision Makers Lack Early Indicators
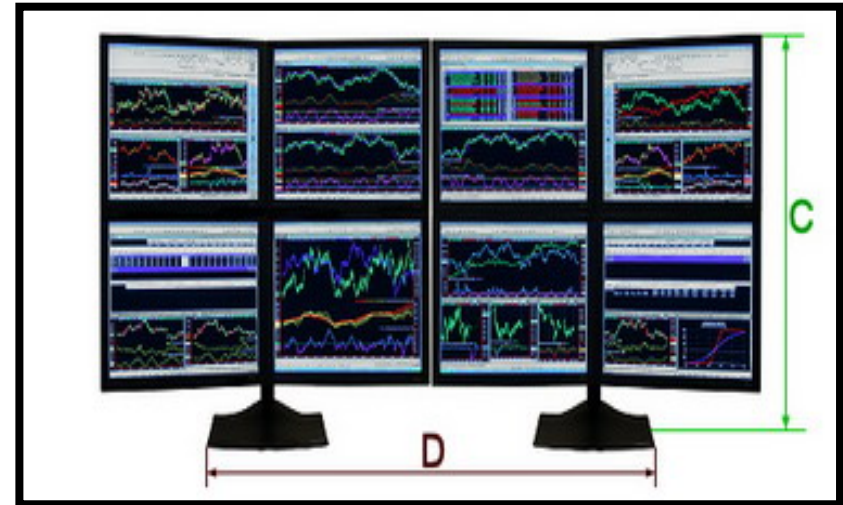
- Virtualization & Centralized Approach
- Merge Development & Ops Testing
- Web-based Testing Application
- Align Engineering & Testing
- Enterprise-level Metrics & Terminology
- Early Visibility Improves ROI

Goal: Improved Product Quality & Predictability of Outcomes!

Transforming Procurement!!!
Acquisition and Contracting Partnership

- Serial End-to-End Process
- Little Communication with Program
- Slow Baton Hand Off
- Long Time Lags
- Time and Materials Mindset
- Less Control on Delivery

- Concurrent/Parallel Activities
- Partnering is a priority
- Commitment with Programs
- Early Procurement involvement
- Performance Work Statements
- Reduced end-to-end acquisition

Agility and Accountability

Transforming the Future Workforce
Digital Natives vs. Digital Immigrants!

EQUIP

ENABLE

EDUCATE

EMPOWER

Transforming Technology Solutions
Challenges Demand New Constructs

COLLABORATIVE
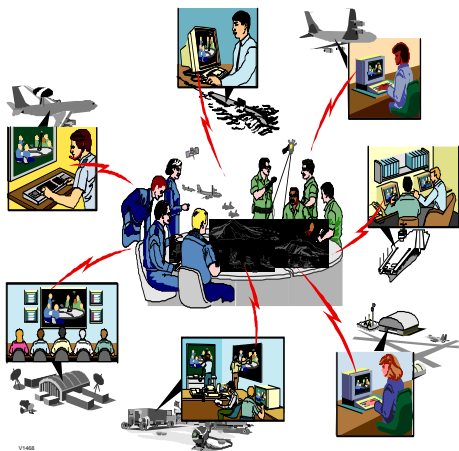
INFORMATION-RICH VISUALIZATIONS

IMMERSIVE

INTERACTIVE
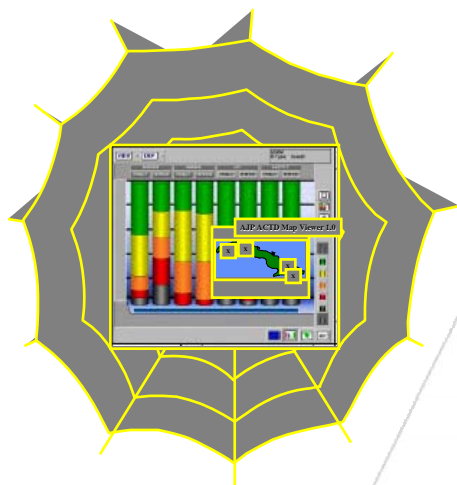
FUSED INFO

WEB BASED

Agility and Accountability

DYNAMIC & LIVE

WHY ENGLAND SLEPT

JOHN F. KENNEDY

"Because of the inertia of human thought, nations, like individuals, change their ideas slowly."

John F. Kennedy

An allusion to Winston Churchill's 1938 book *While England Slept.* The book examines the failures of the British government to take steps to prevent World War II.

- **Traditions**
- **Funding**
- **Passivity**
- **Pride**
- **Facade**

Is Acquisition on the Same Path?

Challenges to Progress

Technical

Organizational

Training

Security

TOWER OF BABEL

Human

Fiscal
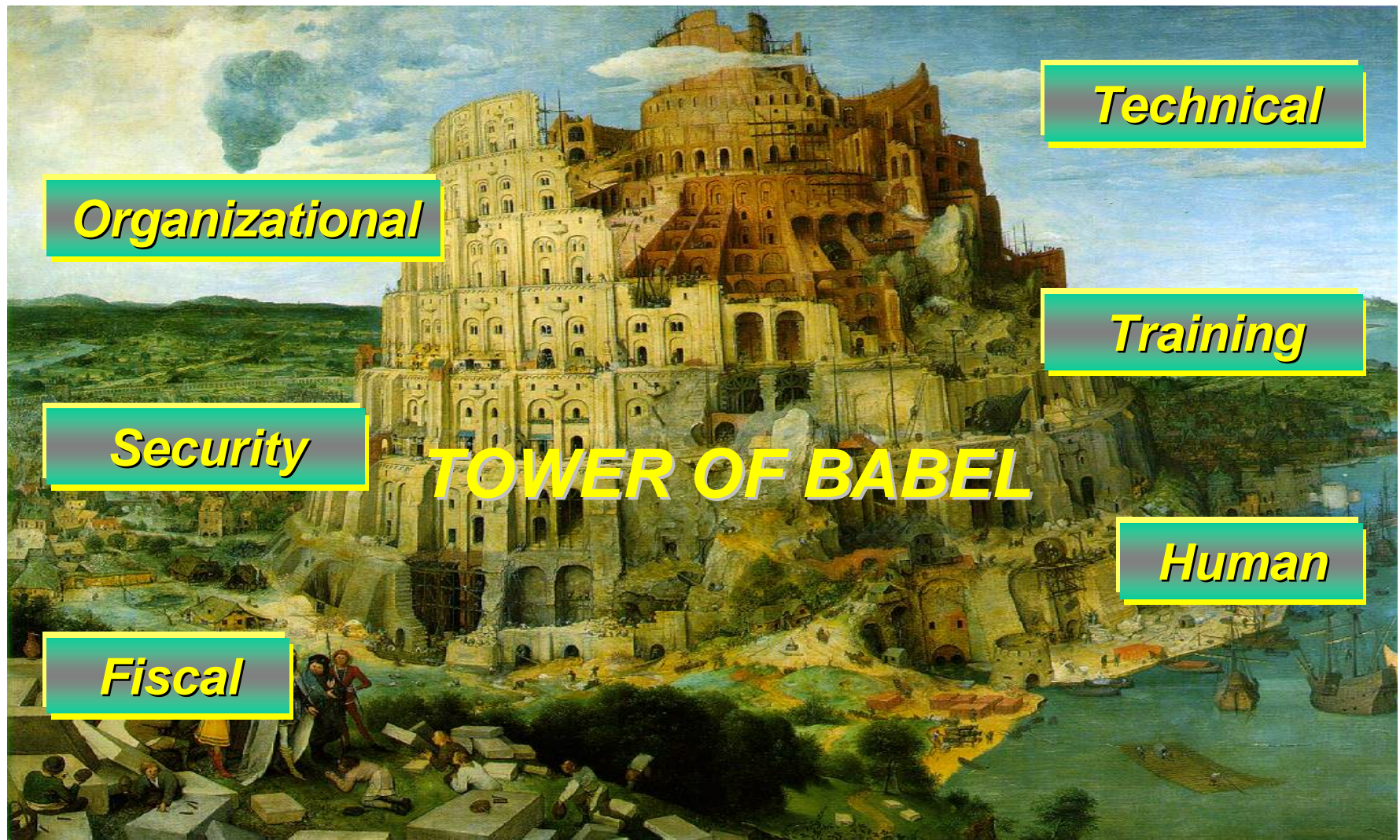
Support the Warfighter
Bottom Line!!!!

Operational Training –
Warfighter Ready for the Fight

Mission Rehearsal –
Dynamic, Live, Interactive

Decision Support –
Compete, Challenge, Confront

Developing Capability to: Empower Workforce…Enhance Judgement…Effect Change… Elevate Combat Readiness!!

Parting Quote
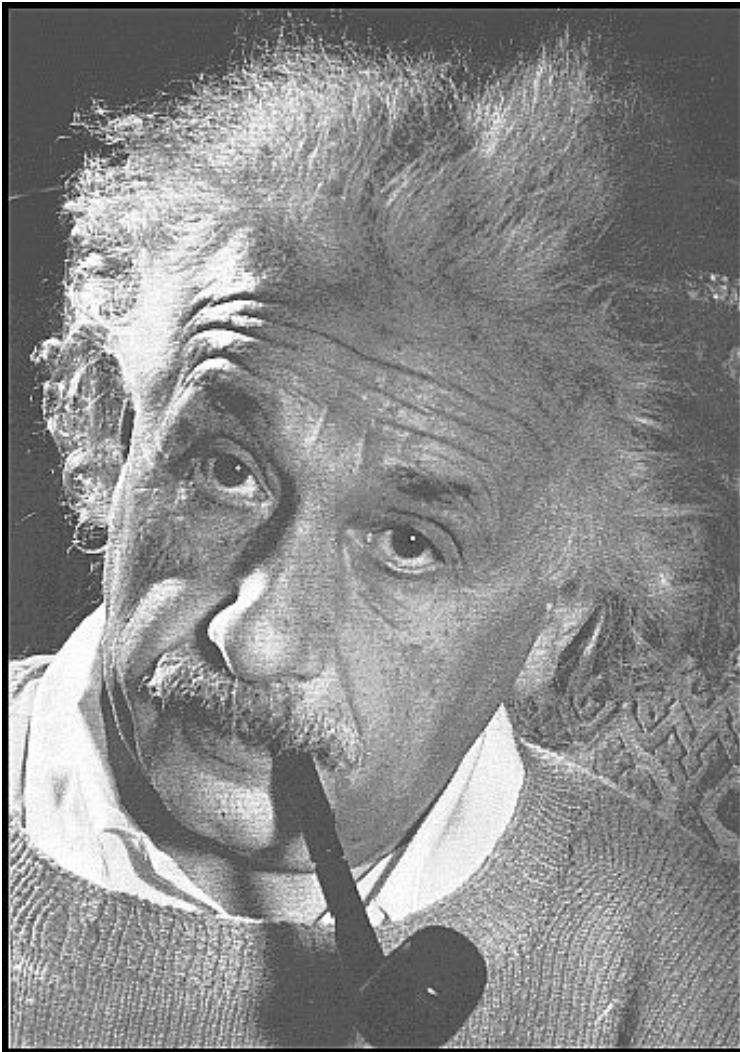
Any intelligent fool can make things bigger and more complex... It takes a touch of genius - and a lot of courage to move in the opposite direction. "Insanity: Doing the same thing over and over again and expecting different results" Albert Einstein

Questions?

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DBSAE Programs & Acquisition Operations

Operational Front

Capability Delivery

Agility and Accountability

DBSAE Bundled Functions

Acquisition Center of Excellence
Tracy Tynan

- Architecture
- COR Oversight
- MDA / Milestones
- Testing Guidance & Standards
- Risk Management
- Acquisition Strategy
- Acquisition Workforce Mgmt
- Information Assurance
- Program Initiation, Review & Support

Systems Engineering
Lien Dinh

- SE Guidance / Standards
- Operational / Hosting Management
- Release Management
- System & Operational Architectures
- Configuration Management
- Data Integration Strategy
- SOA Strategy
- Capability Tech Solution Development
- Technology/Capability Assessment

Component AQ Exec Action Group
Steve Frye

- Strategic Planning
- Executive Support
- Change Management / CPI
- 4th Estate / Section 852
- Human Capital Workforce
- Capabilities Resource Team
- Financial Planning / Execution
- Congressional / GAO / IG

Contracts Office
Janet Carlson

- Contracts Planning & Strategy
- Parallel Procurement Activities
- Requirements Development Assistance
- Program Execution Procurement Support
- 1102 Workforce Development
- Internal Enterprise Initiatives

Organization Chart

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DBSAE Programs & Acquisition Operations

Operational Front

Capability Delivery